



**Living Healthy,
Working Well**

Wellness Tips

Management Responses After Critical Incidents

With the holidays soon arriving, managers should be aware of the well-being of their employees. The events of September 11 may cause some employees to “not be themselves” with the holidays approaching. Managers should be sensitive to employees who have been affected by the attacks as well as employees who now have loved ones deployed in the military. Below are some tips that managers may consider.

- A supervisor should be well aware and understanding of the normal reactions to trauma and stress
- The supervisor should be alert to deteriorating behavioral changes, and should be aware of any available resource for counseling.
- The supervisor may choose to be temporarily tolerant of reduced performance or increased time-off, but he or she must use such tolerance carefully and not create resentment in other employees.
- Although some employees may need time off to work through their problems, productive work is historically a "healer" of emotional damage.
- The supervisor can reduce the effect troubled employees have on others by structuring some time for "talking it out" via a defusing or debriefing from a counseling service, eliminating the need some have to "dump" their troubles on other employees.
- Productivity is still the supervisor's key responsibility. Employees need to know the company expects the employee to continue to function, and to regain acceptable performance levels.
- The supervisor should respectfully confront employees with unacceptable work behavior, regardless of the cause.
- The supervisor should report all threats of violence to the authorities.
- The normal steps of good management govern such confrontations, even if trauma related.

It may be difficult for managers to determine how long an individual will need to recover from a traumatic event. However, your job is still to manager outcomes and productivity.

Getting Help

If you would like more information, you can call your Magellan program toll-free number. If you don't have the Magellan program, check your employee benefits or with your local human services agency to see what services are available. You can also talk with someone you can trust, such as a doctor or nurse, local mental health professional or member of the clergy.